

The background features a large, faint circular seal, likely the official seal of the City of St. Louis, which includes the words 'ST. LOUIS' and '1804'. Overlaid on this is a bright, glowing sun or starburst in the upper right corner, with rays of light extending across the frame. The overall color palette is warm, dominated by oranges, yellows, and reds.

Rising **TO THE** **Challenge**

MID-TERM REPORT
2002 & 2003

Mayor Shirley Franklin

Shirley Franklin

Mayor

Cathy Woolard, President

Atlanta City Council

Atlanta City Council Members

Carla Smith, District 1

Debi Starnes, District 2

Ivory Lee Young, Jr., District 3

Cleta Winslow, District 4

Natalyn Mosby Archibong, District 5

Anne Fauver, District 6

Howard Shook, District 7

Clair Muller, District 8

Felicia Moore, District 9

C.T. Martin, District 10

Jim Maddox, District 11

Derrick Boazman, District 12

Ceasar C. Mitchell, Post 1-At Large

Mary Norwood, Post 2-At Large

H. Lamar Willis, Post 3-At Large

Mayor Shirley Franklin's Cabinet Members

Lynnette Young, *Chief Operating Officer*

Greg Pridgeon, *Chief of Staff*

Rick Anderson, *Chief Financial Officer, Finance*

Dianne Harnell-Cohen, *Commissioner, Parks, Recreation & Cultural Affairs*

Benjamin R. DeCosta, *General Manager, Aviation*

Linda DiSantis, *City Attorney, Law*

Charles Graves, *Commissioner, Planning & Community Development*

Abe Kani, *Chief Information Officer, Information Technology*

Richard J. Pennington, *Chief, Atlanta Police Department*

Thomas J. Pocock, *Chief, Corrections Department*

Benita Ransom, *Commissioner, Human Resources*

Jack Ravan, *Commissioner, Watershed Management*

Dennis L. Rubin, *Chief, Fire Department*

David E. Scott, *Commissioner, Public Works*

Adam L. Smith, *Chief Procurement Officer, Procurement*

Sandra Allen Walker, *Director, Communications*

Message from the Mayor

Dear Friends of Atlanta:

Two years ago, I stood in the crowded Atlanta Civic Center and swore to uphold the laws of this City and further stated my intention “to be about the business of doing the days work”...730 days, or two years later, much work has been done.

On the inside pages of this document, I want to share with you the Franklin Administration’s progress and our goals for the remaining two years of this term. Hopefully, as you reflect with us, it will renew your faith in and commitment to the City.

Thanks to the Atlanta City Council, City employees and all of Atlanta for the patience, understanding and support provided as we continue to build

- a safer, cleaner city
- a more responsive and effective government
- a better city for seniors, children and working families
- an open and honest City Hall
- a strong and efficient infrastructure

As I move into the last two years of this administration, I renew my commitment to you and all of Atlanta to continue to be about the business of doing the day’s work and moving Atlanta to its rightful place as a “best in class” City.

Sincerely,

Shirley Franklin

Shirley Franklin



We are committed to moving the City forward on several fronts to achieve our goal of becoming a “best in class” managed city. This Mid-Term Report summarizes our progress and highlights some of our achievements as we continue to reform City government.



- The Franklin Commitments serve as the organizing framework underlying the Administration’s reform program.
- Bain & Company has worked with the Administration on a pro-bono basis to design the “Turnaround Plan” (TAP), which laid out in detail the reform initiatives associated with each of the commitments.
- The Administration tracks progress against the TAP and publishes annual project updates.

Financial Stability

“We have some fixing to do. The system is broken and we have to fix it. As the new mayor, I am prepared to offer some improvements to the way the City is managed, especially from a financial standpoint.”

— Mayor Shirley Franklin

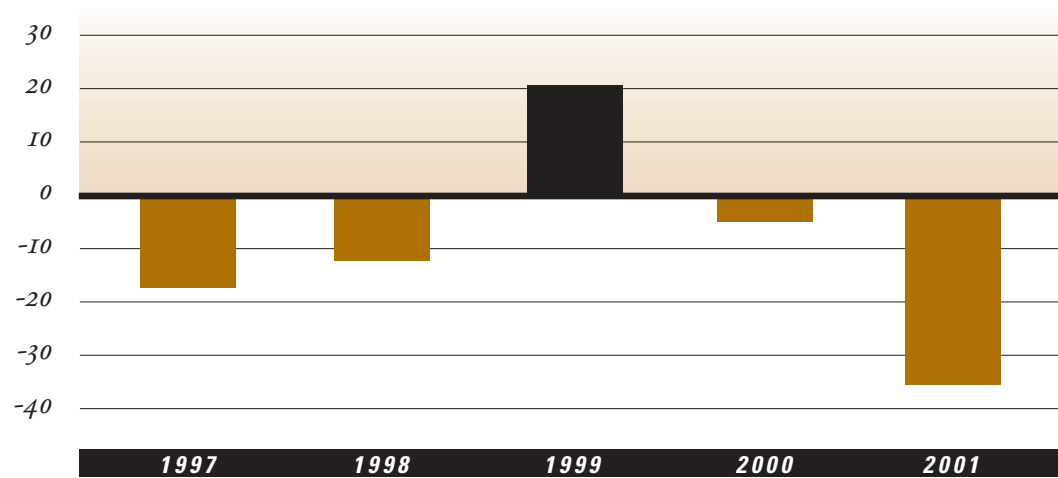


Financial Stability

When we entered office two years ago, the City was in a financial crisis. We had to make tough decisions as we faced an \$82 million “budget gap” for fiscal year 2002.

5-Year General Fund Budget History

Surplus/Deficit (\$M)

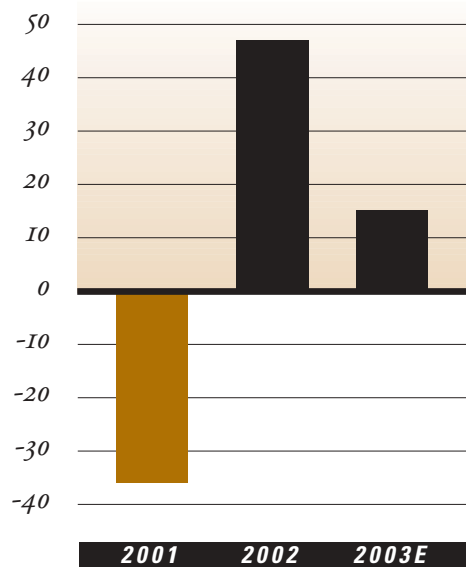


- During four of the previous five years, the City operated at a deficit. Property tax rates were lowered while on-going expenses were added to the budget.
- 2001 saw the largest deficit as the City spent \$35 million more than it received in revenues.
- Budget reserves were totally eliminated and in 2001 the ending reserve fund balance was a negative \$6.5 million.

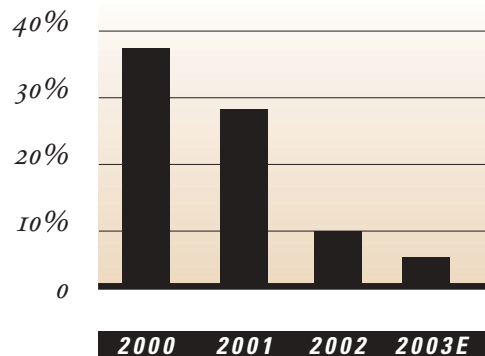
The Administration restored the City's financial stability.

- Submitted and achieved passage of three balanced budgets and restored depleted reserve balances.
- Reduced General Fund expenditures by over \$100 million since 2001.
- Ended 2002 & 2003 with an operating surplus.
- Instituted new budget planning process to move from one-year to three-year budgets.
- Introduced new revenue collections process.
 - Returned responsibility for sanitation billing to Fulton County and DeKalb County.
 - Outsourced collections for delinquent water bills.
- Increased the efficiency of City government operations by eliminating over 1,200 filled and vacant positions.
 - In 2001, the City had 35% more employees than cities of comparable sizes and service levels.
 - By 2003, the number of employees was reduced to within 5% of the benchmark.

General Fund Budget Surplus/(Deficit)
\$M (2001 - 2003E*)



Percent that Atlanta is Above Average of Benchmark Cities in Personnel Per Capita
(2000 - 2003E*)



* E = estimate

Safe City

*“People will come into the City to work, to invest and
to live if it is a safe community.”*

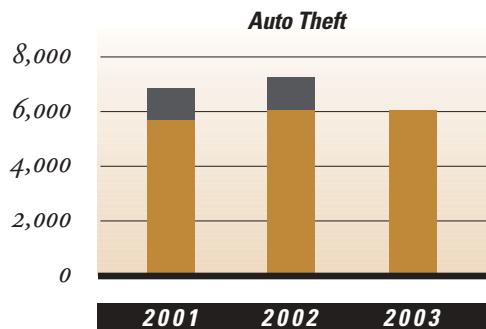
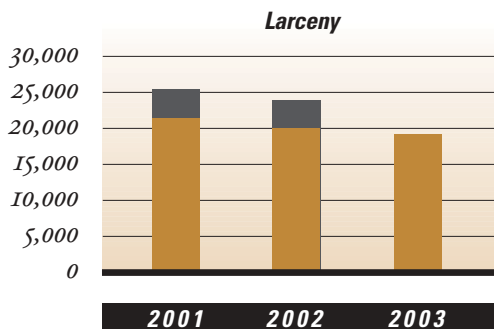
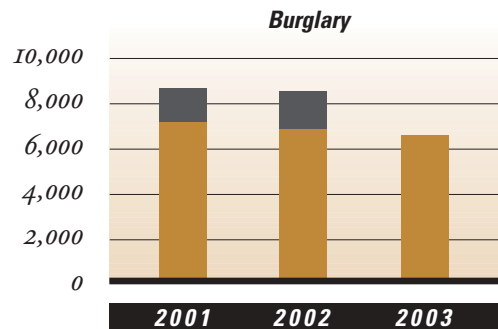
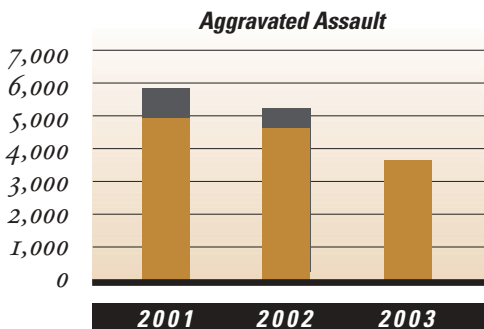
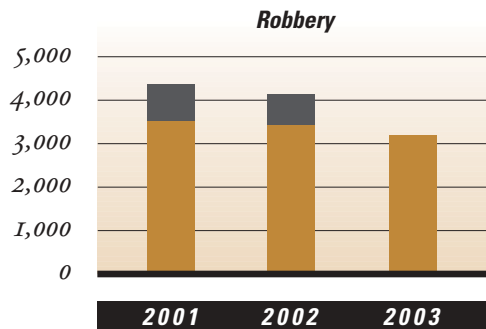
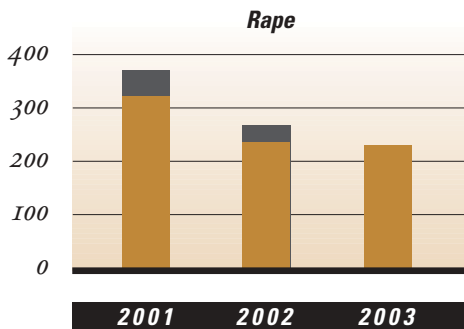
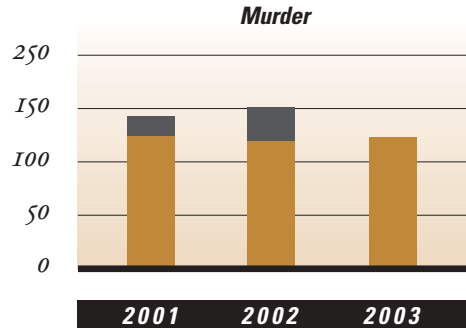
— Mayor Shirley Franklin



Total crime is down by nearly 10% since 2001.

Since 2001:

- Rapes are down by 27%
- Robberies are down by 11%
- Aggravated Assaults are down by 27%
- Burglaries are down by 7%
- Larcenies are down by 10%



Jan. - Oct. Nov. - Dec.

Safe City

The City has introduced a series of reforms to improve the effectiveness of our crime prevention and response efforts.

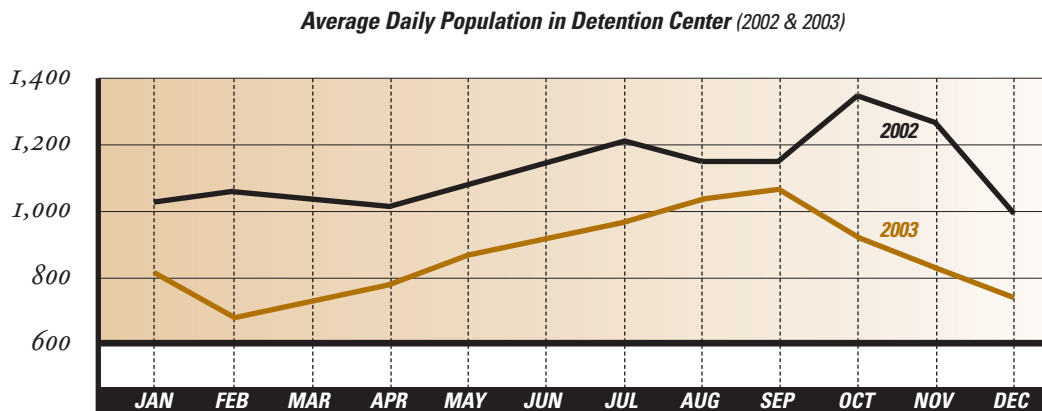
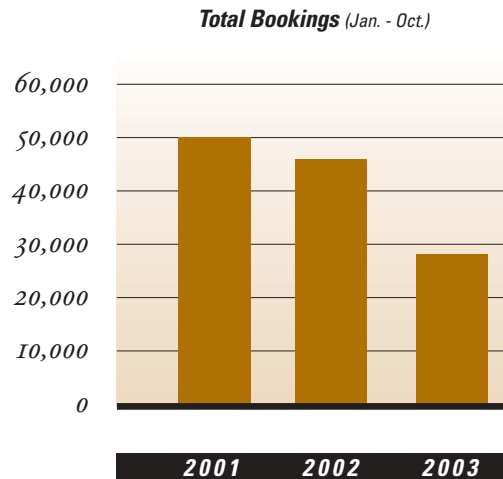
- Secured funding for 100 new police officers.
- Introduced weekly Command Operations Briefings to Revitalize Atlanta (COBRA).
 - Provides real-time mapping of reported crime.
 - Allows police to respond more quickly to patterns in criminal activity.
 - Provides senior management with immediate feedback on crime prevention efforts.



- Completed first beat redesign in over 20 years to improve coverage and expand foot patrols.
- Reassigned and moved detectives from City Hall East to precincts to improve coordination between street patrols and investigators.
- Launched Homeland Security Unit with 23 investigators to review “credible” reports of individuals or organizations that might be assisting terrorists.
- Created the Atlanta Police Foundation to raise funds for equipment and training.
- Applied for Police Academy accreditation.
 - 135 of the 444 standards are now complete.
- Introduced large special event planning process to improve coordination between police and special event planners. Designed a new comprehensive traffic plan to alleviate traffic congestion during major special events.
- Expanded Weed & Seed programs devoted to reducing crime and revitalizing distressed neighborhoods.
 - Launched KEEP STUDENTS IN SCHOOL program in Mechanicsville and Pittsburgh.
 - Trained and graduated 75 children through the Intensive Surveillance Officer Program.

The City saved nearly \$7 million by reducing the inmate population at the Atlanta City Pre-Trial Detention Center.

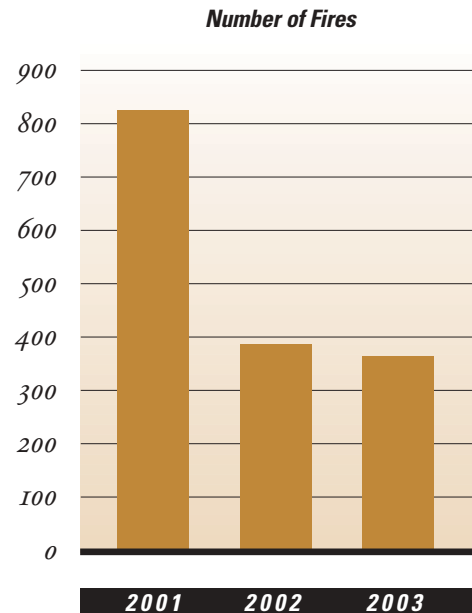
- Reduced bookings by 35% by routing defendants charged with state offenses directly to county facilities.
 - Saved approximately \$7 million in operational expenses.
 - Freed up jail for use as the 24/7 Homeless Service Center.
 - Consolidated prison groups into one facility.
- Upgraded and expanded prisoner medical services to improve safety conditions in the detention center.
 - Introduced comprehensive diagnosis of inmates.
 - Improved the quality of medical services by increasing physician hours, contracting for on-site x-ray services and implementing defibrillator program.
 - Initiated a program to test all inmates for tuberculosis upon arrival.
 - Initiated full physicals for all inmates incarcerated after 14 days.
- Reduced average daily population by 22% since 2001.
- Doubled staff in-service training hours from 4,500 to 9,000 to improve productivity.
- Upgraded technology in the detention center and expanded intranet to provide staff with more operationally critical information.



The City has seen a reduction in the number of fires due to increased prevention programs.

Since 2001:

- 60% reduction in the number of fires.
- Reduced deaths due to fire by 15%.
- Increased the number of people participating in fire prevention programs by 21%.
- Distributed 8,400 free smoke detectors and received a grant to purchase an additional 6,000 smoke detectors.
- Launched a pilot wellness and fitness program to reduce the risk of injuries and death for fire service personnel.
- Secured grant award of \$515,000 from the U.S. Department of Justice for a Chemical, Biological, Radiological Nuclear Explosive (CBRNE) Incident Response Vehicle.
- Developed an Emergency Preparedness Program for presentation at Neighborhood Planning Unit (NPU) meetings.
- Fulfilled the Federal Aviation Administration (FAA) requirement for a full “Big Bird” Disaster Drill.
- Acquired FAA grants totaling \$2.4 million for the renovation of four existing fire stations.



Strong Infrastructure

*“My pledge is to be straightforward and candid about
what we can do and what our resources are...”*

— Mayor Shirley Franklin



Strong Infrastructure

The City is executing the Clean Water Atlanta Program to clean the City's water and meet our legal and regulatory obligations.

- Successfully reclaimed the City's drinking water system from private contractor.
- Clean Water Atlanta Five Point Plan
 1. Ensure professional management of consent decree program.
 2. Reduce flowing and pollution caused by stormwater.
 3. Monitor water quality of Atlanta's streams and rivers to ensure programs are effective.
 4. Eliminate sanitary sewer spills.
 5. Implement a Combined Sewer Overflow (CSO) Plan to achieve highest water quality at lowest cost within shortest time frame.
- Completed several major projects
 - The Nancy Creek Tunnel and West Area Combined Sewer.
 - The rehabilitation of the 100th mile of the City sewer system.
 - The 10th Ward Trunk Sewer Project.
- Cleaned over 650 miles of sewer lines since 2001.

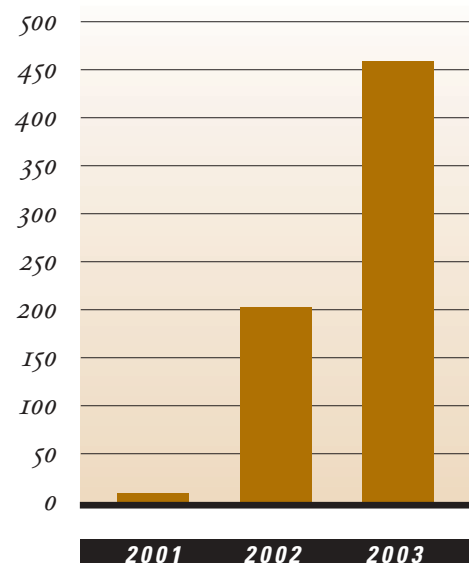
Water Contract Review Panel

Chaired by John D. Arndt, Retired

PURPOSE: To review 20-year operations and maintenance agreement of the City's water system.



Miles of Sewer Lines Cleaned



The Administration has incorporated recommendations from the Clough Panel into the Clean Water Atlanta Program.

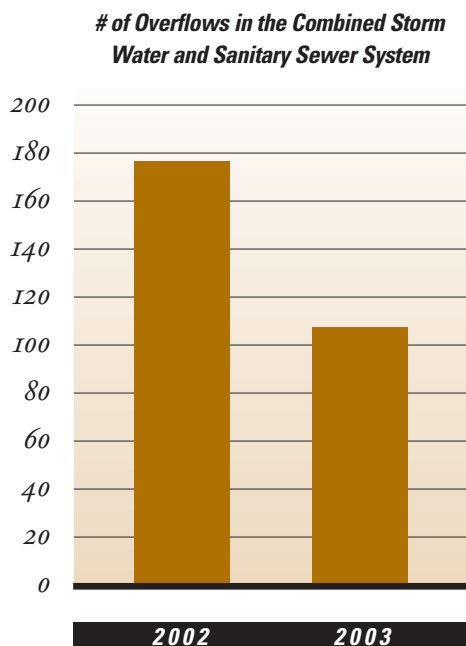
- Added 189 acres of protected greenspace through the Greenway Acquisition Program.
- Created a Help Center to handle all Clean Water Atlanta project-related concerns and inquiries.
- Created the Clean Water Atlanta website with interactive maps, videos and email capabilities for the public.
- Expended \$15 million to relieve residents of failing septic tanks throughout the City.
- Implemented long-term Watershed Monitoring Program in conjunction with United States Geological Services and the Upper Chattahoochee Riverkeeper.
 - Sampling of all major streams and rivers in the City is ongoing.
 - Real time water quality data is now available online for ten permanent monitoring locations.

The Mayor's Clean Water Advisory Panel

Chaired by Dr. G. Wayne Clough, President of Georgia Institute of Technology

PURPOSE: To provide objective, expert advice for improving the City's storm and wastewater systems.

Panel advised the City to implement original plan with amendments.



- Identified \$200 million in savings to existing plan.
- Urged the City to monitor water quality and take advantage of greenspace opportunities during execution.

Strong Infrastructure

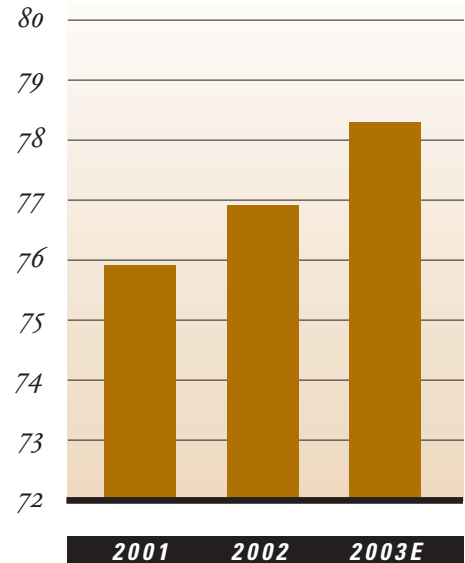
Hartsfield-Jackson Atlanta International Airport remains the world's busiest airport.

- Ranked first in productivity and efficiency among the 90 leading airports worldwide.
- Served over 78 million passengers in 2003.
- Handled nearly 800 thousand tons of cargo in 2003.
- Delta Air Lines and AirTran Airways added new air routes.
- Added new carriers SONG, Hooters Air, Jet Blue and Rite Time.
- First airport in the world to launch new web and wireless service called Trak-A-Line that provides real time security checkpoint wait times for passengers via their text pager or cell phone.
- Fully implemented the Oracle Financial System to manage program related receivables, billing, construction project tracking, fixed assets, budgeting and managerial reporting.

Awards and Honors

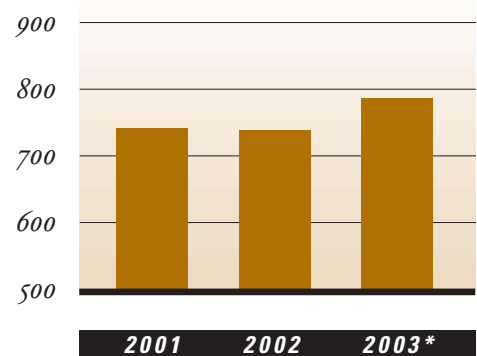
- *Airport Revenue News Magazine* for concession management.
- *American Express' SkyGuide* for first place honors in two categories: 2003 Best of Travel and Hassle-Free Flight Connection.
- The 2001 Hartsfield Annual Report and the redesigned Airport website cited for excellence in graphic design, editorial content and the ability to achieve overall communications excellence.

Number of Passengers (M)



*E = Estimate

Cargo Handled
(000s of tons)



*Nov. and Dec. projected

The expansion of the Hartsfield-Jackson Atlanta International Airport is back on track, on time and on budget.



Consolidated Rental Car Facility (CONRAC) 100-acre rental car facility.	Maynard Holbrook Jackson, Jr. International Terminal	Proposed South Terminal	9,000-foot Fifth Runway
<ul style="list-style-type: none">• Land purchased, concept plan completed, site investigation underway• Access Roadway & Automated People Mover Guide Way Schematic Design in process• Expected completion date: March 2006• Estimated cost: \$480 million	<ul style="list-style-type: none">• Design contract awarded• Concept rolled out June 2003• Schematics approved in November 2003• Expected opening date: October 2006• Estimated cost: \$982 million	<ul style="list-style-type: none">• Proposed plan for domestic terminal• Expected opening date: 2011• Estimated cost: \$1.8 billion	<ul style="list-style-type: none">• Embankment, associated enabling projects and bridge structure underway• Includes construction of new Federal Aviation Administration (FAA) control tower• Expected opening date: 2006• Estimated cost: \$1.25 billion

The Quality of Life Bond Program is funding a variety of infrastructure improvements.

What is the Quality of Life Program?

\$150 million program of neighborhood infrastructure improvements to be implemented over the next five years.

Projects include:

- **Sidewalks:** *intersection, sidewalk and streetscape improvements.*
- **Public Plazas and Greenspace:** *greenspace enhancements and livable communities improvements.*
- **Public Streets, Bridges and Viaducts:** *bicycle routes, bridge improvements, corridors, street resurfacing and construction, and improved paving.*
- **Public Traffic Control Devices:** *including crosswalks, parking meters, school signs, speed humps, and traffic signals and communications.*

- **Sidewalks**
21 completed
12 in progress
- **Street Resurfacing**
40 projects completed
13 in progress
- **Crosswalks**
33 completed
7 in progress
- **Traffic Calming**
18 completed
29 studies under way
- **Public Plazas & Greenspace**
9 completed/underway
- **Parking Meters**
2,000 installed
- **School Signage**
36 school areas competed with new safety signage

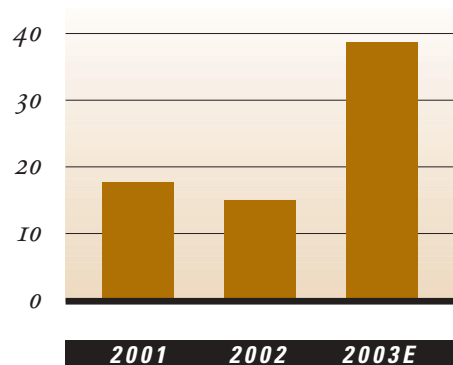


The City has launched several initiatives to improve the street conditions and the quality of solid waste collection services.

- Created Pot Hole Posse, filling 12,601 potholes since January 2001.
- Created Trash Troopers: a citywide strike team that focuses on vacant lots, illegal dumpsites, and right of way disposal.
 - Cleaned 322 vacant lots.
 - Cleaned 211 illegal dumping sites.
 - Collected 6,450 tons of rubbish.
- Continued to upgrade striping of crosswalks at major intersections and install over 1,030 crosswalks.
- Striped 1,012 miles of street markings.
- Swept 17,800 miles of streets.
- Established citywide grass-cutting route system for city-owned property.
- Maintained a garbage collection rate of 99+%, placing Atlanta among the top 5% of programs in the country with fewer than 1% of residences missed.
- Reduced number of bulk rubbish pickups missed from 10% to 4%.
- Launched the “Prowl Crew,” a trash collection emergency response team.
- Installed 40 streetlights in the City’s residential areas.
- Resurfaced 54 miles of streets since 2001.



Miles of Streets Resurfaced



The City is working to expand and improve its parks and greenspace.

Parks and Greenspace Task Force

*Chaired by Barbara Faga,
Principal of EDAW*

PURPOSE: To develop recommendations for improving the management and expansion of parks and greenspace in the City.

Issued a report with a series of recommendations including:

- *Creation of an independent parks district to manage parks and recreational services.*
- *Accelerated greenspace acquisition to double City's greenspace by 2010.*

- Acquired nearly 280 acres of new parks and greenspace since 2001, expanding the City's total acreage by approximately 10%.
- Commissioned the Mayor's Parks and Greenspace Task Force to review the City's parks organization and suggest alternative approaches to parks management.
- Appointed the Mayor's Parks Commission to implement Task Force recommendations. The implementation plan includes:
 - Updating parks inventory.
 - Developing an updated official parks map.
 - Analysis of park needs of all areas of the City.
 - Passing a Conservation Subdivision ordinance.
 - Reviewing other development ordinances for opportunities to protect greenspace.



The City is also improving the management of its existing parks and recreational operations.

- Implemented a successful employee suggestion program.
- Developed a public service information campaign to create interest and garner participation in departmental programs and events.
- Created and cultivated relationships with conservancies, other park-related organizations and community groups.
- Developed maintenance standards for each park.
- Created a monitoring system to oversee citywide special events.
- Opened:
 - Washington Park Natatorium
 - Adamsville Natatorium
- Renovated:
 - Anderson Park Recreation Center
 - M.L. King, Jr. Recreation Center
 - Brownwood Recreation Center
 - Washington Park Tennis Center
- Supported a \$25 million capital campaign for Historic Oakland Cemetery.
- Greenhouse propagated 12,000 annuals and perennials for spring planting.
- Assisted the National Basketball Association in refurbishing the Adams Park Gymnasium.



Efficient and Effective Government

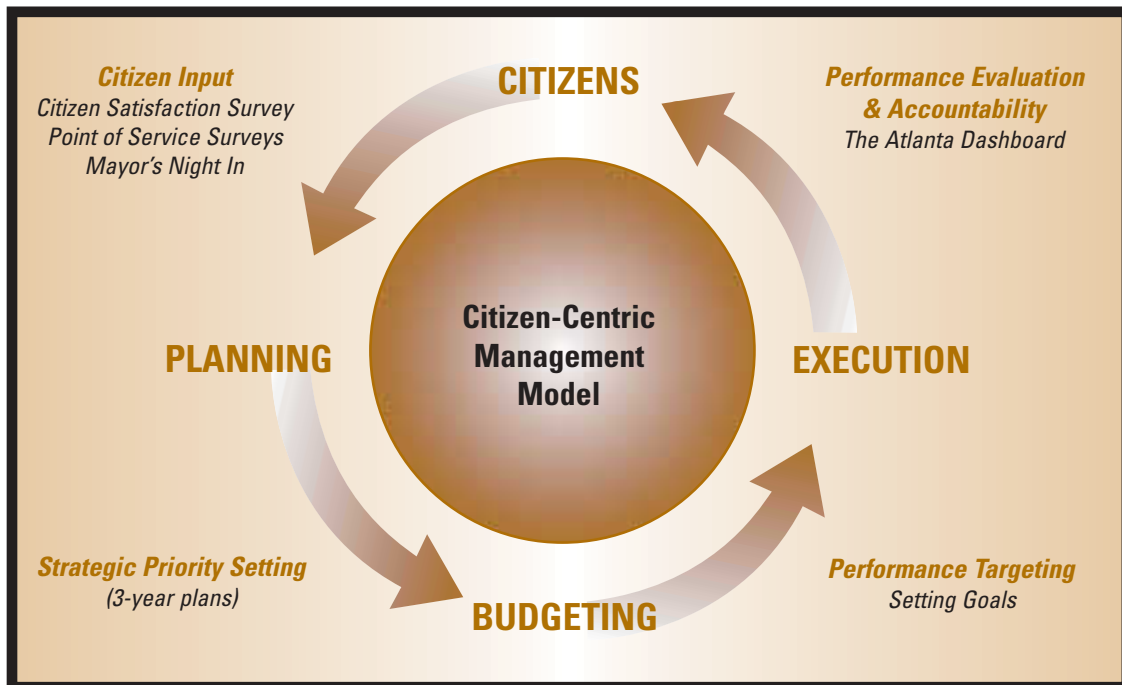
“While we are doing all of these things [the reforms], we’ll continue to do the day’s work of making City government efficient, effective and more accountable for service delivery.”

— Mayor Shirley Franklin



The administration has made significant progress in improving the efficiency, effectiveness and transparency of City government.

- We have improved efficiency and effectiveness by:
 - **Listening** to and understanding our customers.
 - **Redesigning** business processes.
 - **Applying technology** more effectively.
 - **Streamlining and reorganizing** our operations.
 - **Setting goals** and tracking performance.



The City has introduced an annual strategic planning process and nine City departments have subsequently been reorganized.

- Completed first strategic planning process in seven years.
 - Developed mission and vision statements for each department and identified core values.
 - Trained senior managers on use of strategic planning tools and processes.
- Reorganized nine departments to reflect new strategies.
 - Streamlined operations.
 - Improved responsiveness to internal and external customers.
 - Increased focus on performance measurement and accountability.
- Attracted new talent to City government.
 - Twelve new department heads identified through national searches.
 - Over 60% of senior management positions filled with new talent.
 - Loaned executives from numerous companies, including: Georgia Power, Cingular Wireless, The Coca-Cola Company, United Parcel Service, Accenture, and others.
- Engaged employees in the change management process.
 - Held sessions between the Mayor and all City employees to discuss the vision for change.
 - Provided change management training for City employees.
 - Conducted first annual survey of employees to gauge morale and identify issues.
 - Introduced bi-monthly “Mayor’s Night In” for employees.



*ADA = Atlanta Development Authority

Several core business processes have been redesigned to deliver more effective and efficient services.

■ **Human Resource Management (HR)**

- *Implementing payroll outsourcing.*
- *Implementing workers' compensation administration outsourcing.*
- *Automating time and attendance management.*
- *Shifted from HR specialists to HR generalists to improve customer service.*
- *Created a HR policy council.*

■ **Information Technology Management (IT)**

- *Enabled remote access to email.*
- *Launched a redesigned, user-friendly website.*
- *Facilitated city's first enterprise-wide IT budget planning.*
- *Established IT governance process overseeing all IT investments.*
- *Established service level agreements with City departments.*
- *Automated IT service requests process.*
- *Enhanced help desk services.*
- *Reduced City's annual telecommunication expenditures by \$325,000.*

■ **Motor Transport Services**

- *Conducted inventory of fleet and developed five-year equipment replacement program.*
- *Re-engineered equipment acquisition process.*
- *Reduced time to process and deliver new equipment from six weeks to two weeks.*
- *Restructured hours of operation to align with City department schedules.*
- *Reorganized fleet management organization.*

■ **Customer Service**

- *Appointed Customer Service Officer as the senior manager in charge of customer service for the City.*
- *Developed a plan for consolidating customer service call centers.*
- *Developed a single number to call the City for all non-emergency needs.*

■ **Law**

- *Reorganized law department around practice groups to improve effectiveness and responsiveness to clients.*
- *Introduced new performance measures to improve management accountability.*
- *Introduced new technologies to track work hours and allocate workload more efficiently.*

■ **Procurement**

- *Re-focused department around internal customers.*
- *Increased training requirements and hours dedicated to training.*
- *Standardized Contracting Terms and Conditions.*
- *Expanded use of website and email for Request For Proposal (RFP) and bidding process.*

In partnership with City Council President Cathy Woolard, launched the Energy Stars Employee Conservation Program that reduced energy consumption in the City's four major administration buildings by nearly 20% and reduced annual energy costs by nearly \$400,000.

The City is consolidating the court system yielding millions in annual operating savings while improving service.

- Appointed the Court Review Panel to assess the operations of the Municipal and City courts.
- The Boston Consulting Group, on a pro-bono basis, assisted in the development of the organizational and business process plan for implementation of consolidation recommendations.
 - Move of all court operations into the new Courts building.
 - Create the position of Court Administrator to oversee all court operations.
 - Reduce total staffing in non-courtroom operations by 60%.
 - Move to a “paperless” court operation.
- Implementing plan for non-courtroom functions to generate approximately \$7 million in annual operating savings.
- Submitted legislation to the State General Assembly to abolish the Traffic Court, which may generate up to an additional \$3 million in annual savings in courtroom operations.

The Mayor’s Municipal and City Court Review Panel

Chaired by Byron Attridge, Retired Partner of King & Spalding LLP

PURPOSE: To develop recommendations for improving the efficiency and effectiveness of court services in the City.

Issued a report with a series of recommendations including:

- *Merging of the two courts into a single court.*
- *Commissioning of a performance audit to identify opportunities for operational improvements in the courts.*
- *Merging of the City Court Solicitors and Public Defenders Office with the Municipal Court Solicitors and Public Defenders Office.*



Community Development

“There is no city in the world that is a great city without a great downtown. We have all the ingredients and we are putting them together, piece by piece.”

— Mayor Shirley Franklin



The City has launched several programs to promote economic development and improve the quality of life in the city.

Improving the Building Permitting Process

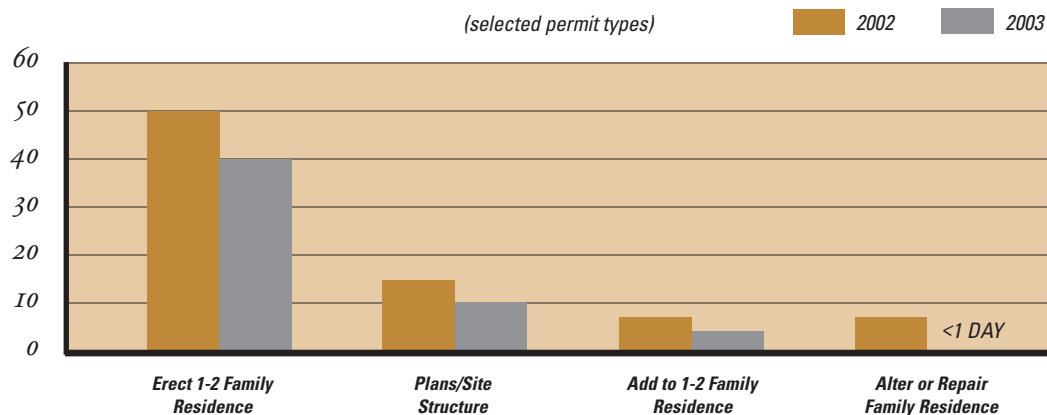
The City has reduced time-to-permit in all major permit categories

- Redesigned Permit Intake Counter to focus exclusively on walk-in customers.
- Redesigned Zoning Intake Counter to reduce congestion.
- Designated Permit Customer Service coordinators to provide assistance in plan routing.
- Added three new plan reviewers.
- Established a weekly meeting process between plan reviewers and permit applicants to resolve permitting issues.
- Posted permit application submittal requirements on the City website.
- Established targets for the issuance of different categories of permits.
- Implementing an on-line tracking process for routine building permits.

- Launched a Downtown Improvement Program with a campaign of “Let’s Do Downtown” summer events in Woodruff Park.
- Partnered with City Council president Cathy Woolard to launch the “Dirty Dozen” program which targets the most dilapidated structures in the City.
- Approved major new developments.
 - Georgia Aquarium
 - Harris Homes redevelopment
 - Grady Homes redevelopment
 - Atlanta Gas Light site redevelopment
- Issued \$3.9 billion in building permits since 2001.
- Drafted proposal for Kirkwood Neighborhood Conservation District.
- Assisting in the design of city streetscapes for Midtown, Downtown, Cheshire Bridge Road, Pryor Road and Hosea Williams Boulevard.
- Participating in downtown visioning effort led by Central Atlanta Progress.
- Launched review of vendor ordinance to improve the quality of City on-street vending.

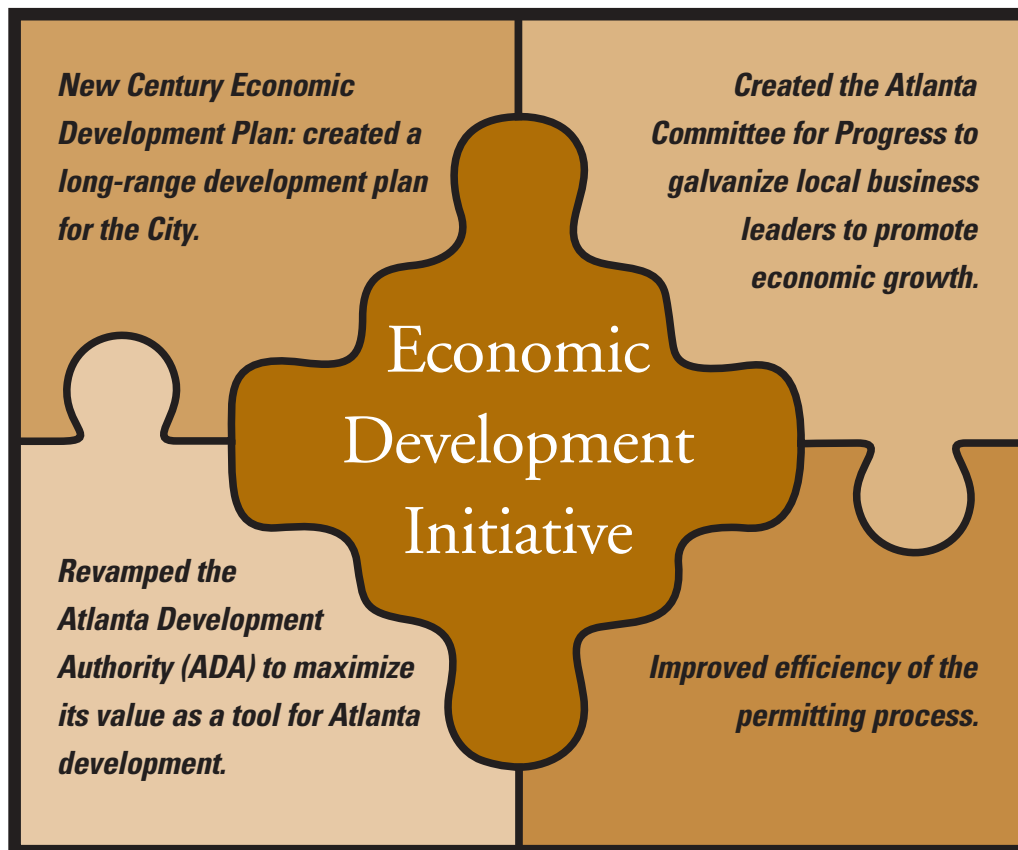
Median Time to Process Permits

(selected permit types)



The City is launching a comprehensive economic development initiative.

The City has a four-pronged approach to advancing the City's economic development. The objective is to encourage growth by improving the business climate and leveraging the commercial, social and infrastructure assets of the City.



Community Development

The administration has taken steps to increase the accessibility of art and cultural activities and reached out to extend human services to Atlantans of all ages.

- A Regional Arts Initiative has been launched to increase the quantity and accessibility of art.
- The Bureau of Cultural Affairs (BCA) has supported excellence and diversity in Atlanta's artistic offerings.
 - Provided over \$1,000,000 in contracts for arts services.
 - Produced successful 25th and 26th Atlanta Jazz Festivals and Montreaux Nights.
 - Presented 15 visual arts exhibitions, including two Annual Masters series exhibition with catalogues.
 - Leveraged corporate and state support to fund arts education programs for youth.



The Regional Arts Task Force

*Chaired by Joseph R. Bankoff,
Senior Partner of King &
Spalding LLP*

*Sponsored by the Metro
Atlanta Chamber of
Commerce*

PURPOSE: To develop a plan to make the Atlanta region a premier center for arts.

- The Mayor's Office of Constituent Services has provided human services to youth, seniors and Atlantans in need:
 - Produced the annual Senior Citizens Ball, Senior Follies and pre-Thanksgiving luncheons for seniors.
 - Hosted the South's largest annual post-secondary educational fair — The Dream Jamboree.
 - Provided cultural and entertainment opportunities through the Tickets for Kids and Seats for Seniors programs.
 - Handled constituent concerns over delivery of city services.
 - Coordinated the Mayor's faith-based initiatives.
 - Staffed the civilian review board, the summer food program, and referral programs for homeless people.
 - Relocated Vine City flood victims to temporary housing.
- The Mayor's Office of Community Technology has worked to eliminate the digital divide:
 - Trained over 10,000 residents in the use of computer technology.
 - Hosted two national technology summits.

The City is working to expand employment opportunities and increase the stock of workforce housing.

- Received authorization for new East Side Tax Allocation District (TAD).
- Re-focused Atlanta Development Authority (ADA) to achieve affordable housing agenda.
 - Funded the construction and rehabilitation of over 2,800 units of rental housing, 66% of which are affordable to low or moderate-income families.
- Introduced and secured passage of expanded homestead tax exemption for seniors through the Georgia General Assembly.
- Strengthened the Atlanta Workforce Development Agency (AWDA).
 - Hired 1,600 youth through Summer Youth Program.
 - Launched program to upgrade skills and career opportunities for local healthcare workers.
 - Helped place 800 displaced workers.
 - Provided training and job placement for 200 Welfare-To-Work participants.

Affordable Housing Task Force

*Chaired by Egbert Perry, Principal,
The Integral Group*

PURPOSE: To identify strategies for maintaining and expanding workforce housing in the City of Atlanta.

The Task Force recommended six key strategies for the City:

- Improve the regulatory process for housing, including permitting, tree ordinance and Neighborhood Planning Unit process.
- Better leverage the City's housing resources.
- Emphasize housing for working households.
- Protect and expand housing options for senior citizens.
- Establish coalitions and strategic alliances to create "great neighborhoods."
- Appoint a housing "czar" to implement this housing vision.



A plan for addressing homelessness in the City has been developed and is being implemented.

Report of the Commission on Homelessness

Chaired by Horace Sibley, Retired Partner of King & Spalding LLP

Sponsored by the United Way of Metropolitan Atlanta

PURPOSE: To identify strategies for eliminating homelessness in the City by 2010.

Issued report entitled “Blueprint to End Homelessness in Atlanta in 10 Years” outlining a plan that includes:

- *Development of the \$5 million, 24-hour service center to provide 300 people with daily safe quarters.*
- *Development of a regional homeless authority.*
- *Building of Hope House, a transitional-housing facility for 70 homeless men.*
- *Creation of O’Hern House project to provide 50 units of single-room supportive housing to people who are suffering from major mental-health issues.*
- *Expansion of the Atlanta Community Court to increase the use of alternative sentencing options.*
- *Expansion of foreclosure/eviction prevention program to increase availability of funds for mortgage and rent assistance.*
- *Implementation of Shelter-A-Family Faith Community Initiative and Reunification Assistance Expansion programs.*

The Administration has worked hard to fulfill its commitment to be open, honest and transparent.

- The Mayor maintained a personal commitment to full disclosure of financial records, above and beyond City and State requirements.
- Appointed an Ethics Task Force and implemented its recommendations.
- Passed comprehensive ethics ordinance to raise ethical standards in city government.
- Held frequent public meetings.
 - 10 Community Partner Briefings
 - 200+ Mayoral news conferences
- Hosted bi-monthly “Mayor’s Night In” to provide all residents with the opportunity to meet one-on-one with the Mayor.
- Responded to over 2 million calls from constituents beginning in 2002.
- Posted all reports and findings from consultant studies and special commissions on the City’s website.
- Distributed over 100,000 pieces of correspondence to Atlanta stakeholders.
- Mayor and/or Cabinet members have participated in over 300 public and neighborhood meetings.
- Posted The Atlanta Dashboard on the City’s website tracking the City’s performance.

The Mayor’s Task Force on Ethics

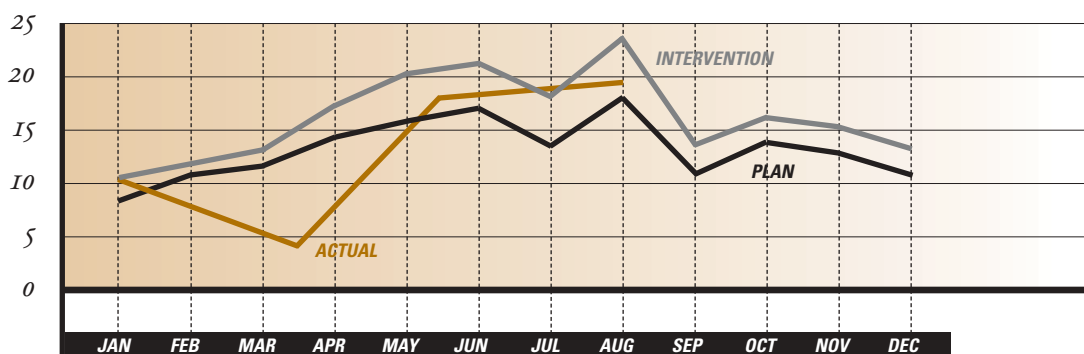
*Chaired by Dorothy Yates Kirkley,
Partner of Kirkley & Payne LLP*

PURPOSE: To recommend revisions to the Ethics Code, as well as recommendations on instilling a “culture of ethics” within City government.

Major recommendations included:

- Appoint a Board of Ethics.
- Ban all gifts and gratuities to any City employee or elected official.
- Prohibit senior management from earning outside income.
- Ban the receipt of speaker’s fees and honoraria.
- Require the disclosure of income and assets.
- Appoint an Ethics Officer.

The Atlanta Dashboard – # of Homicides (Illustrative)



Moving Forward

The City received over \$12 million in pro bono support and in-kind services from nearly eighty local businesses, law firms, universities, and non-profit organizations. Without that support, restoring the City's financial stability and advancing our program of reform would have been almost impossible. Moving forward we remain committed to making Atlanta a "best in class" City.

- Achieve the milestones in the Turnaround Plan and maintain or improve the City's financial condition.
- Advance economic development in the City.
 - Develop economic development vision and plan for the City
 - Engage business and civic organizations in implementing the plan
- Control expense growth.
- Improve revenue collections.
- Continue reducing crime by a minimum of 5% each year.
- Implement Homeland Security programs.
- Keep the major infrastructure programs on schedule and on budget.
 - Hartsfield-Jackson Development Program (Airport)
 - Clean Water Atlanta
 - Quality of Life Bond Program
- Improve efficiency and effectiveness of government.
 - Complete implementation of process improvements
 - Improve performance outcomes
 - Identify additional outsourcing opportunities
- Continue implementation of Task Force/Commission recommendations, specifically the Homelessness and Parks Commissions.

And continue . . . Rising to the Challenge.

Our thanks to all those who have generously offered to serve

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Principal photography by Susan J. Ross
Additional photography by Horace Henry and the
Department of Parks, Recreation and Cultural Affairs
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The background of the page features a large, stylized, and slightly blurred seal of the City of Atlanta. The seal is circular and contains the text "RESUR" at the top, "1847" on the left, and "ATLANTA" at the bottom. In the center of the seal is an eagle with its wings spread, perched on a branch. The entire seal is rendered in a light, golden-brown color against a dark, textured background.

Mid-Term Report produced by
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